

## **AFI Performance Management Initiative**

OCS and grantee leaders have established a set of expected outcomes and a series of performance indicators for AFI.

The statements of expected outcomes and the performance indicators can be useful for every grantee. Grantees can use this information to tell the AFI story and assist in managing day-to-day in the field. OCS can use them to identify best practices, spot areas for improvement, and to help focus training and technical assistance.

### ***Expected Outcomes for the Overall AFI Program***

The expected outcomes highlight the fundamental results that the public can expect from the program overall. They are as follows:

#### Expected Outcome A

Increase in the amount of annual AFI IDA savings participants use for an asset purchase.

#### Expected Outcome B

Increase in the number of participants who withdraw funds for an asset purchase.

#### Expected Outcome C

The degree to which participants improve their economic situation, measured by income, net worth, and asset retention at two and five years after the asset purchase. (OCS is working to develop a methodology for collecting the best information for this expected outcome.)

#### Expected Outcome D

Increase in the ratio of AFI IDA savings to the cost of project services supported with AFI grant funds at the end of years one and five of the project.

## **AFI Performance Indicators**

In addition to the statements of the expected outcomes, OCS and grantee leaders have established a series of 25 key indicators that OCS and individual grantees can use for day-to-day management. The indicators are rooted in activities and tasks that every AFI grantee performs when implementing their AFI project. When grantees use indicators to measure the impact they are having, they are in a better position to know exactly where they are doing well and where they need improvement. For example, they can better spot where they may need more staff or more resources to have a higher-performing AFI project.

The AFI performance indicators include several that OCS is using in its day-to-day management of its staff. These indicators help OCS track the quality of services provided to all AFI grantees.

Each of the AFI key indicators is tied to one of four categories of fundamental program activities.

Key Activity #1

Participant Recruitment and Management of IDA Savings/Withdrawals and Purchases.

Key Activity #2

Participant Training and Counseling.

Key Activity #3

Timely Awarding of Grants and Effective and Responsive Grantee Support.

Key Activity #4

Timely and Accurate Program Reporting and Monitoring.

***Process Used for Developing Management Targets for the AFI Performance Indicators***

OCS uses a five-step process for setting management targets for each of the series of performance indicators, as follows:

Analyze the data

OCS reviews and analyzes data AFI grantees submit for the annual data report. It reviews the data for trends, identifying what the "typical" grantee reported at the end of each project year. OCS also examines data reported by a small number of "best practice" grantees.

Develop Options

Based upon this analysis, OCS develops two or three options for annual and overall targets for each indicator.

Target Setting Discussions

OCS presents the data, its analysis, and several options to the AFI grantee leader group for reactions, input and suggestions.

Finalize the Targets

Based upon the group's input, OCS adjusts the targets and finalizes them. To date, OCS has used this process for establishing initial targets for five performance indicators.

Assist Grantees with Using the Indicators

OCS will provide training and technical assistance to grantees on using the indicators for program management.

OCS is continuing with the target-setting process with plans to establish initial targets for all 25 indicators within the coming months. All interested grantees are welcome to participate in the target setting discussions with OCS.

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## Generalized Framework Components

Illustration A shows the core elements of the new framework for AFI performance management. It is presented here to familiarize grantees with the framework's elements and to show relationships between the elements.

The framework is designed to ensure that OCS and grantees focus their attention, resources, and management expertise on achieving the AFI program-wide expected outcomes. The outcome statements are items OCS reports to Congress, the Administration's budget office, and the public about the status of the AFI program. Because they are so important, the program-wide expected outcomes are given the most prominent place on the framework – across the top!

The columns located under the outcome statements represent each category of key activities and tasks that support the expected outcomes. Each column contains individual indicators for which targets are set -- data are collected and analyzed for each indicator. Grantees can use these indicators in day-to-day management of their AFI projects.

Finally, the conceptual framework shows special initiatives that OCS is managing and supporting to help grantees achieve their program goals. OCS sponsors these initiatives to enable grantees to improve performance. As grantees provide more and more improvements in their performance of key activities, the overall program outcomes will improve.

### Expected Outcomes

The framework helps OCS and grantees focus attention and effort on the program's fundamental goal and expected outcomes overall. The outcomes are displayed across the top of the framework diagram. All activities and initiatives are designed to improve these outcomes.

### Program Activities

The framework highlights the fundamental program activities and tasks for which grantees and OCS are responsible. Each category of activity is represented by a column that supports the expected outcome statements. The illustration shows columns for two fundamental activities.

### Performance Indicators

Each activity category is composed of a number of functions and tasks. The framework includes "performance indicators" for each of these functions and tasks. The number of performance indicators varies from activity category to activity.

## **New AFI Performance Management Framework**

Illustration B is the new framework for AFI.

This framework focuses specifically on the overall goal of AFI: Increasing family stability and self-sufficiency through the accumulation of assets using a matched savings/investment program.

Statements of the expected outcomes developed by OCS and grantees are shown across the top of the framework. The four columns below the statements of expected outcomes illustrate the fundamental tasks and activities that grantees perform in their implementation of their AFI project. They contain statements of 25 performance indicators.

Along the bottom of the framework are six initiatives that the AFI program is implementing to enhance performance. These initiatives feed into the performance indicators, tracking how the funds invested in the new initiatives are related to program outcomes.

OCS and grantees have set initial targets for five (of the overall list of 25) indicators:

### Indicator 1A

The number of AFI project participants who complete their overall asset purchase.

### Indicator 1B

The number of people engaging in program activities that prepare them to enter into the savings program.

### Indicator 1C

The number of IDAs opened.

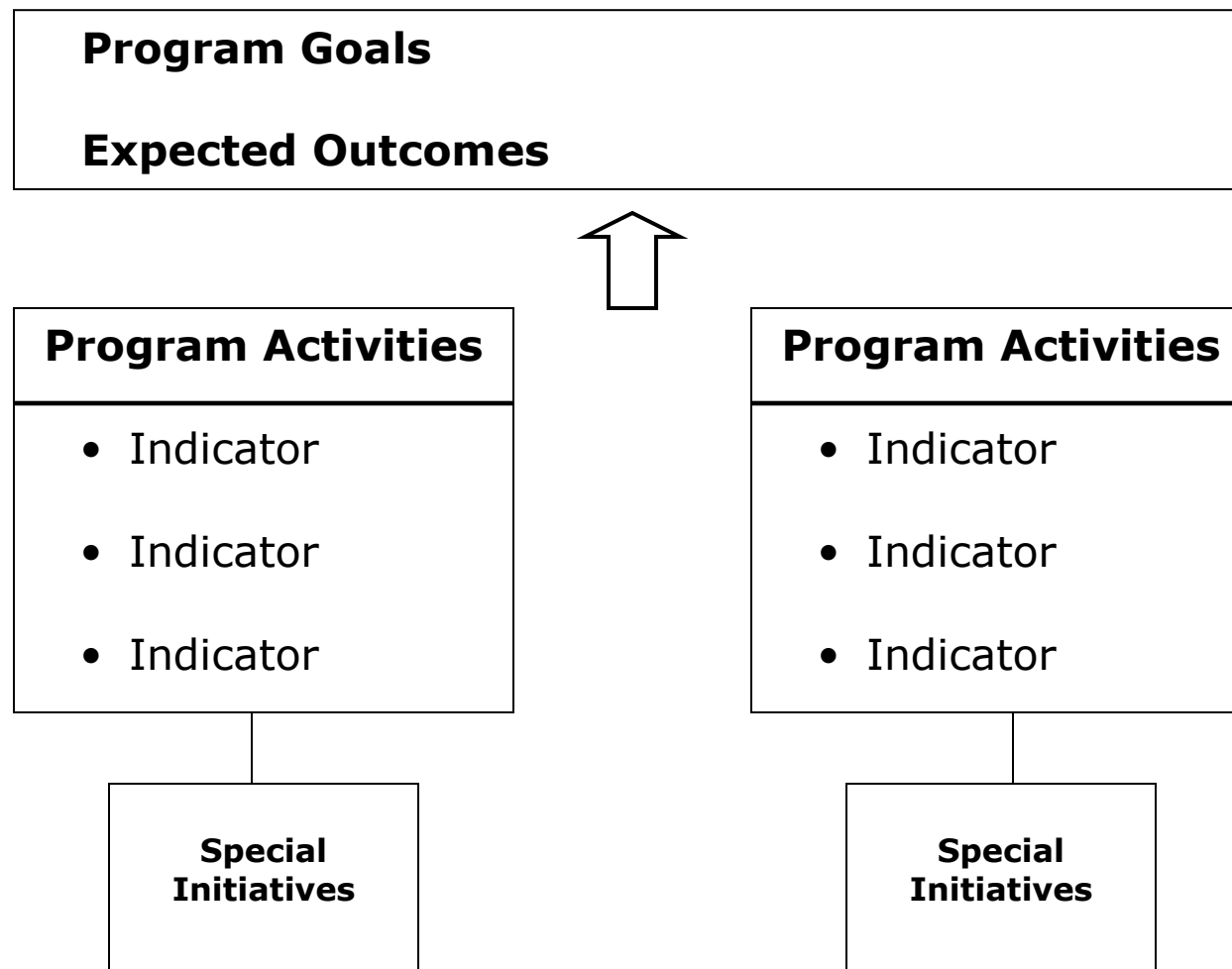
### Indicator 2A

The number of AFI IDA participants who complete economic skills classes.

### Indicator 2B

The average number of AFI IDA participants who complete at least 2 hours of asset specific training.

## Illustration A

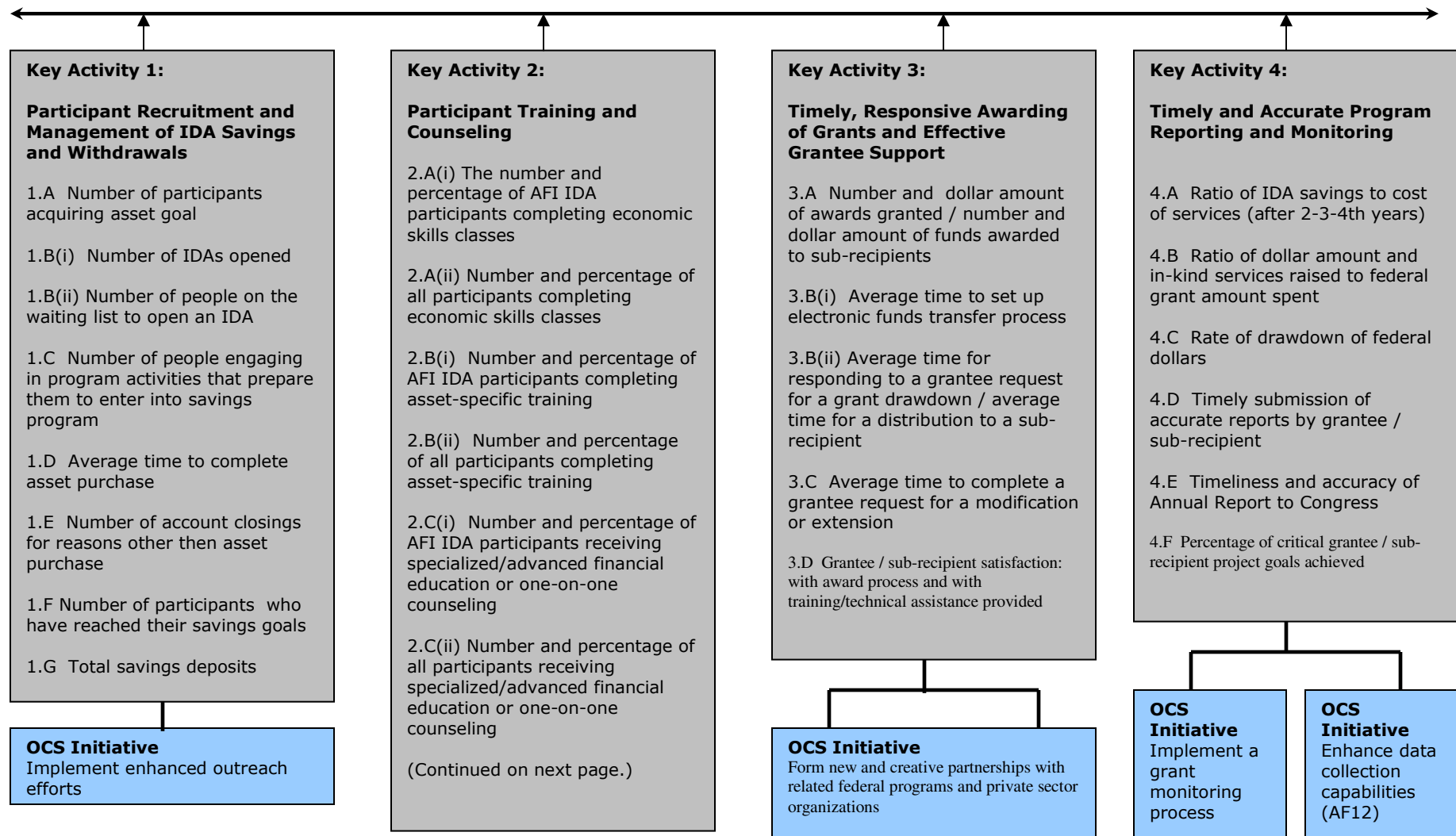


## Illustration B

**Overall Goal for the AFI Program:** Increase family stability and self-sufficiency through accumulation of assets using a matched savings and investment program.

### Statements of Program-Wide Expected Outcomes

- A. The annual amount of AFI IDA savings participants used for an asset purchase.
- B. The number of participants who withdrew funds for an asset purchase.
- C. Degree to which participants improve in their economic situation, measured by income, net worth and asset retention at two and five years after asset purchase.
- D. Ratio of AFI IDA savings to cost of project services supported with AFI grant funds at the end of the first and final years of the project (in dollars).



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#### 2.D Asset Leverage --

(i) Total sales price and total mortgage price of homes purchased with IDA;

(ii) Total estimated cost of certificates and degrees for IDA used to purchase higher education;

(iii) Total part-time and total full-time jobs created or retained for IDAs used for small business; iv. Total loans and equity leveraged for IDAs used for small business.

2.E Number of participants before classes and at asset purchase who have checking/savings accounts

2.F Number of participants before classes and at asset purchase using non-traditional financial services

2.G Number of participants before classes and at asset purchase who use budget/savings plans

2.H Change in credit scores from account opening to asset purchase

#### **OCS Initiative**

Provide stronger training and technical assistance to AFI grantees and related organizations.

#### **OCS Initiative**

Training for grantees on strategies for effective financial education for participants